



VIRGINIA INITIATIVE FOR
**GROWTH &
OPPORTUNITY**
IN EACH REGION

**A BUSINESS-LED STATEWIDE INITIATIVE
TO GROW AND DIVERSIFY THE PRIVATE SECTOR
IN EACH VIRGINIA REGION**



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Objectives

- **To alert Virginians** to the sudden, severe, and continuing economic impact of Federal budget cuts and the urgent need to diversify our economy.
- **To drive private-sector growth through strategic collaboration by business, education, and government in each Virginia region**, with particular emphasis on aligning education/skills training with employer needs and growing key industry clusters.
- **To make State government a catalyst for private-sector growth and job creation by introducing incentives for such strategic collaboration into the State budget and economic development programs.**
- **To mobilize the Virginia business community**, including the voices of small and large businesses, to advocate for sustained State initiative that will incentivize business, education, and government in each region to work together to drive private-sector economic growth and job creation.



3 KEY MESSAGE POINTS

1. An Urgent Need for Private-Sector Growth

- *Cuts in federal spending in Virginia have placed our economy seriously at risk, especially in No.Va. and Hampton Roads.*
- *We are too dependent on the public sector statewide; 13 of the top 20 Virginia employers are public-sector entities or government contractors.*
- *It isn't going to change overnight: We need a sustained effort to grow and diversify the economy across Virginia, emphasizing private-sector job creation.*

2. Collaboration in Virginia's Diverse Regions

- *Private-sector growth requires a private-sector perspective: businesses operate along economic, not political, boundaries.*
- *Each Virginia region has different assets and opportunities, requiring a bottom-up rather than top-down approach.*
- *To identify and exploit these distinctive growth opportunities, business, education, and local governments in each region must work together.*

3. State Government as a Catalyst and Partner

- *Significant state funds flow to localities, school divisions, higher education, and these resources should spur business, education, and governments to collaborate.*
- *The Commonwealth should be a reliable partner in providing financial incentives and assistance for regional collaboration.*
- *State resources should help produce greater economic output across the region rather than reallocating market share or picking winners and losers.*



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FORGING CONSENSUS FOR ACTION

- Building a broad grassroots coalition of business, education, and community leaders.
- Attracting bipartisan support from Governor and General Assembly.
- Actively engaging organizations that currently play a significant role in economic development in each region.
- Promoting bipartisan political support locally and regionally.
- Developing proposals that align with and help implement:
 - ✓ Governor’s “New Virginia Economy” plan
 - ✓ General Assembly’s “Top Jobs” legislation
 - ✓ JLARC studies on workforce and efficiency through local collaboration
 - ✓ Virginia Chamber of Commerce: “Blueprint Virginia”
 - ✓ Virginia Business Higher Education Council: “Grow By Degrees”
 - ✓ Council on Virginia’s Future: “Virginia Performs”
 - ✓ State Council of Higher Education: “Statewide Strategic Plan”



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PRESERVING LOCAL AUTONOMY & PROVIDING COLLABORATIVE TOOLS

- Respecting local government authority—using incentives, not mandates.
- *Not* proposing new taxes or new layers of government.
- *Not* proposing constitutional or other structural changes.
- *Not* altering local control over schools, land use, or any other governmental function.
- *Not* a “regionalism” agenda:
 - Private sector-focused, market-driven initiative rather than bigger government.
 - No requirement or expectation that every locality will choose to participate in every project in a region.
- Building on existing successes in regional cooperation:
mobilizing greater support and providing additional tools.



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POLICY DEVELOPMENT: 5 PRIORITY AREAS

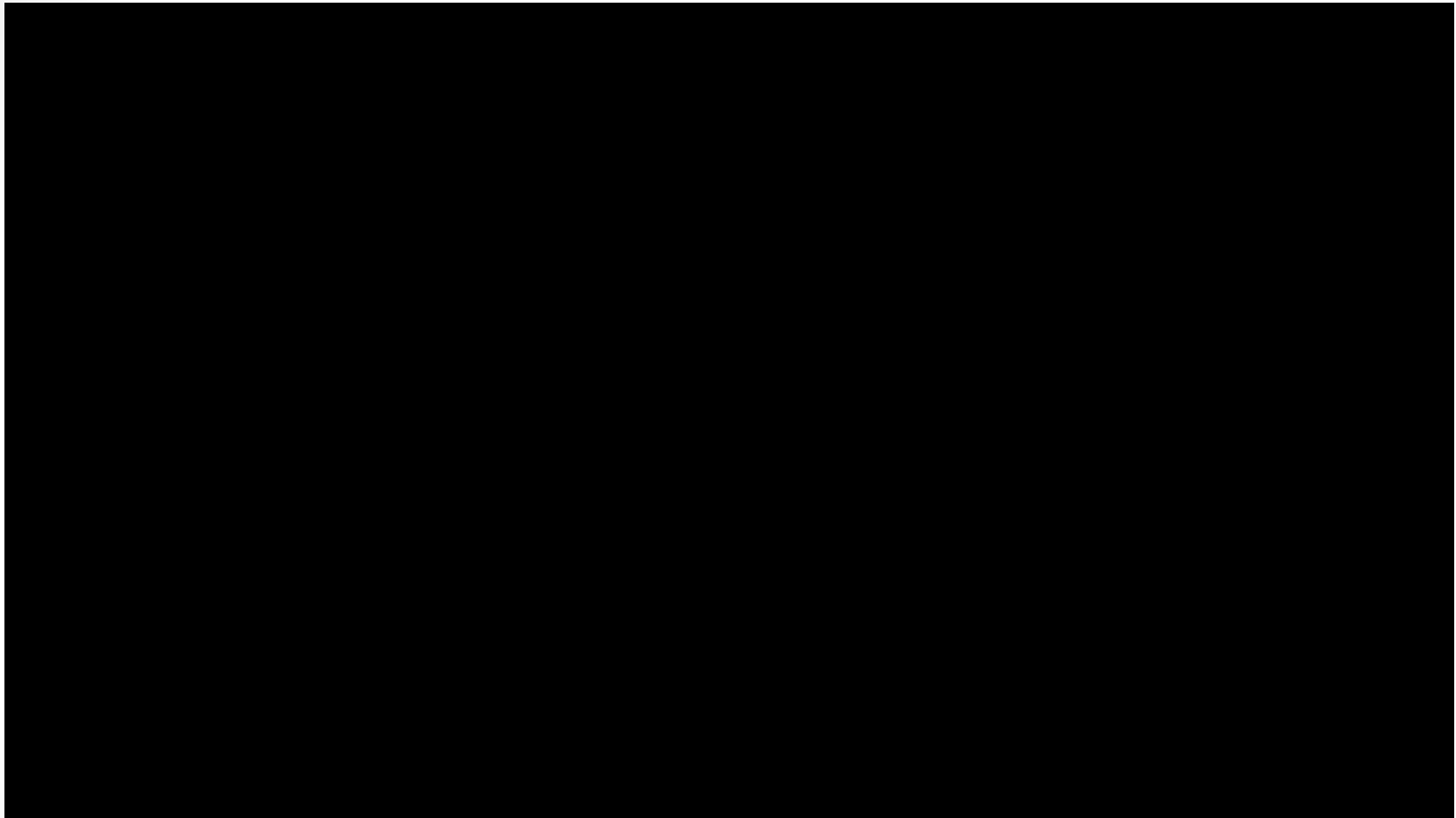
INNOVATION

INVESTMENT

IMPROVEMENT

INVENTION

INFRASTRUCTURE



INNOVATION

The State can promote innovation and growth in each region through start-up grant support for projects that promise substantial economic impact, leverage significant local, private, and other investment, and reflect regional cooperation on industry sector growth, alignment of education and training programs with employer demand, entrepreneurship, and other private sector-focused growth strategies.

INVESTMENT

The State can encourage cooperation rather than competition among localities in the recruitment of new business investment and jobs to each region by returning a portion of the state tax revenues generated by projects to regions where localities share economic development-related costs and revenues.

IMPROVEMENT

The State can provide financial incentives for efficiency-enhancing and cost-saving collaboration between and among local governments, school divisions, and higher education institutions, thereby improving performance, reducing pressures to increase the size and cost of government, and freeing up tax dollars for opportunity-focused initiatives in education, job training, and economic development.

INVENTION

The State can encourage inventions and discoveries that lead to commercially viable products and services by providing matching-fund support for labs, equipment, and other research-related needs, thereby leveraging private and other R&D investments and generating economic benefits for the region.

INFRASTRUCTURE

The State can invest in capital projects of regional or broader significance that will produce strong returns in private-sector growth, diversification, and job creation through improved education and job-skills training, research, business site development, communications, and other vital infrastructure.



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